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The Agency must continue to be vigilant and active in its intelligence mission of preserving the security, democracy and peace of America as well as other nations whose ideology is based on democracy.

The Agency must continue its turnaround and buildup from the lackadasical years and Watergate era through which it so painstakingly suffered. It must continue to have the strong fiber and stamina required to accomplish its mission while being subject to continuous Congressional, media, public and world observation, scrutiny and criticism. It must have a constant positive attitude, both morally and ethically, always totally committed to being number one within the framework of its charter, never settling for second. It should deal with situations in a forthright sensitive manner while being flexible and perceptive enough to change as the situation demands. It should perform under the theory that nothing is impossible but may require a little time to succeed. It should examine and re-examine its methods and intelligence processing systems to ensure that complacency does not occur and ensure complete thoroughness in its research and analysis capabilities as well as accuracy in its reporting.

Resources both human and technological should be increased always keeping quality uppermost and not forsaking one for the other but in a manner that will provide a mix which will produce a constant top quality product.

It should be tolerant of being questioned and challenged by todays generation who are more demanding for the rationale of decisions before implementing them.

The Agency and its people will be a direct reflection of the appointed leadership of CIA. The leaders will set the tone for the conduct of business in this Agency and therefore will be selected and appointed based on demonstrated ability as managers, exhibiting a high level of professionalism, unquestionable integrity, strong character and moral awareness. commitment at any level comes from full respect for one's superior officers, involvement in the goal-setting and goal-achievement efforts of one's component and a true sense of belonging and contributing.

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Caring - There are two elements of caring that must be practiced. We must care for each other; bosses for subordinates, subordinates for bosses; peers for one another, etc. The humanistic side of caring is very important to an Agency that does the kind of work we do under the conditions we do it. Secondly, we need to care about what we do. We need to care that our product is good, that whatever it is that each of us do at CIA, we truly care about our performance. We can never feel that our individual job, our input, our recommendation carries no meaning or purpose in the grand scheme. We need to always care about our actions -- that each one will have meaning and that it is the best contribution we can possibly make towards the achievement of the mission of the Agency

/s/

C/OC-DND

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DTB-M84-002

10 FEB 84

MEMORANDUM FOR: Executive Officer, OC  
FROM: Data Telecommunications Branch, MFG/DND/OC *CK*  
SUBJECT: CIA Goals and Principles  
REFERENCE: OC-M84-082, dated 30 January 1984

Per reference request, the following is this Branch's offering to CIA Goals and Principles:

#### GOALS

- Develop and market a product that we believe in and are proud of.
- Seek to employ quality personnel, then continually offer them challenging work assignments.
- Reward high-quality achievements.
- Help customers define their requirements in a manner which allows for flexible solutions.
- Be innovative! Don't do something one way just because that is the way it was always done in the past.
- Take reasonable risks.
- Provide personal attention to the needs and desires of each employee. Encourage self-improvement and independent study.
- Stress reliability and dependability.
- Seek the total resources necessary to perform CIA's mission and functions in a competent, laudable manner.
- Foster two-way communications throughout all levels of the organization.
- Standardize on those systems and equipment used in the OC network so as to increase efficiency, lessen the technical burden, and lower support costs.
- Establish a comprehensive program to develop highly qualified, skilled mid-level managers.

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25X1 SUBJECT: CIA Goals and Principles

Ensure an employee's authority is commensurate with his or her level of job responsibility.

Remove unnecessary stress from the work environment by resisting situations which create a "Crisis Management" atmosphere.

Ensure problems resulting from PCS travel, or employee grievances, are adjudicated rapidly, to the satisfaction of all concerned.

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Negotiate assignments rather than "Make" them. Offer the employee a minimum of three possible onward assignments based on factors such as qualifications, experience, performance, competitive standing, potential, and stated desires.

Maintain a high state of preparedness worldwide to accommodate contingency situations. Exercise alternate systems and circuitry frequently.

#### PRINCIPLES

Accomplish CIA's mission in the most efficient, professional manner possible.

Do not make commitments which cannot be met.

Always be fair and honest in dealings with customers or other offices and components. Remember, we are all working toward a common goal. Consider the ultimate customer - the U.S. public.

CIA is not AN Intelligence Organization; it is THE Intelligence Organization.

Even one underutilized mind is considered unacceptable.

To not develop each employee's full potential will be viewed as a management failure.

Each employee must frequently rededicate himself or herself to the high standards of behavior and ethics to which the CIA has committed itself since its inception.

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C O N F I D E N T I A L

VCB-84-007

09 February 1984

MEMORANDUM FOR: Executive Assistant, Office of Communications  
FROM: Voice Communications Branch  
SUBJECT: CIA Goals & Principles - What Should They Be?

## I. Purpose

The Agency's primary purpose for existence is to provide a broad range of intelligence information that covers government, economic, agricultural, and other spheres of interest to the policy makers of the United States. This information must be timely, accurate, complete, and presented in a form that can be utilized by government as well as the private sector.

An educational process should be initiated that will alter the perception that the Agency is strictly an arm of the government pursuing the present administration goals instead of goals of the American general public. It is our belief that the Agency is first an organization designed to protect individual freedoms by making available intelligence to policy makers whose decisions benefit all Americans.

## II. Organization

It is no doubt that the organization in place has been successful in the past and continues to make a significant contribution. As additional national responsibilities surface, more automation will be necessary. Organizationally, it will be essential for the operational elements to be closer allied with their support components to effectively take advantage of technical advancements that both groups embrace.

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## C O N F I D E N T I A L

SUBJECT: CIA Goals and Principles

Finally, the relationship established between the operational and support elements must be based on mutual respect and a belief that each is the best in their profession.

### III. Ethics

The Agency must follow and uphold the laws and values outlined in the Constitution of the United States. At no time should CIA personnel consider operations that are outside the laws of its' charter while dealing in the activities of intelligence collection. These same ethics should apply equally either when conducting internal personnel or professional business activities. The proper ethical conduct exercised in personal relations will contribute to fostering teamwork, integrity, dedication, and sensitivity to Agency goals and standards. CIA employees must be proud of the product it produces and must also be committed to ideals that contribute to the betterment of the Agency and our free society.

### IV. People

It is believed that the right people will be the most important ingredient to the Agency's success in the coming years. We believe the Agency should recruit new employees based on their patriotic beliefs as well as their academic capabilities. Additionally, Engineering and Computer Science people appears to receive the majority of recruitment attention and they eventually move into most management positions. It would appear that focus on skills in the Political Science field should also receive equal attention and educational assistance provided as necessary.

Communications between management and subordinates must be improved if we are to instill pride, dedication, and a unity of purpose in all employees. It is important that feedback to employees be a part of the normal work process for information or recognition purposes. Monetary awards are great motivators especially for employees where headroom is limited. Other non-monetary recognition must be expanded. We believe the lack of communications and sufficient recognition has been a major cause of personnel losses in some offices such as the Office of Communications.

### V. Management

The manager's style in the Agency should reflect concern for the work environment and a recognition that employees require a sense of satisfaction and accomplishment in their work. The Agency supposedly is managed by objectives but in reality it appears to be managed by directives. More participation in the management process is recommended. In short, the Agency needs to adopt a policy and attitude of power "with" the people rather than power "over" them.

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C O N F I D E N T I A L

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SSB-M84-156  
7 February 1984

MEMORANDUM FOR: Executive Assistant, Office of Communications

FROM :   
Chief, Systems Support Branch, HFG/DND/OC/DDA

SUBJECT : CIA Goals and Principles

STAT

Purpose:

Assist in insuring the integrity, viability and security of the United States through the timely acquisition, analysis and reporting of intelligence information to customers; To assist the President of the United States in his conduct of foreign affairs.

By its nature, the business of the Agency is sensitive and can not be effectively conducted in the public view.

Organization:

The Agency shall be structured to allow operating components to provide rapid and appropriate responses to the needs of other Agency and non agency components. This structure shall allow components to obtain quickly the necessary people, equipment and money to accomplish their functions and tasks.

Ethics:

"Our activities are conducted under the Constitution and laws of the United States. The nature of our work is such that every member of the Agency must be aware of and sensitive to the letter and spirit of this legal context, and manifest the highest degree of integrity in performance and conduct."

People:

Employees of the Agency are the backbone of the organization and the strength and success of the Agency can only be as great as the sum strength and success of its employees. The Agency shall:

- Develop aggressive, but realistic, recruitment procedures for prospective employees.
- Recruit the best qualified individuals regardless of race, creed, age or sex.
- Promote the development of a professional attitude in all positions.
- Provide compensation commensurate with duties and responsibilities.
- Promote individuals from within the organization.
- Develop employee skills and knowledge through good management, training, travel and assignments.
- Provide quality work environment for employees at all levels.

Develop and publish high standards for employees at all levels.

Management:

- Delegate greater responsibility and authority to all management levels.
- Define clear cut objectives and goals.
- Treat all personnel at all levels fairly and as professionals; Avoid dual standards.
- Encourage employee participation in management functions.
- Encourage employee initiative, creativity and risk taking; Do not penalize risk takers for errors.
- Provide headroom for all employees to develop and advance.
- Clearly define steps necessary for advancement. Allow for mutual planning/involvement in career mobility.
- Recognize outstanding employees through advancement and awards, both monetary and non-monetary.
- Be concerned and aware of performance abilities of all personnel; Commend and criticize as necessary on a frequent basis.
- Provide multiple career paths for all employees to encourage excellence in all career fields.

Measurement of Results:

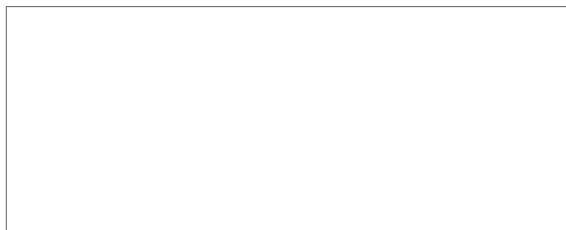
Satisfaction of customer needs is the only measure of the Agency's success. Actively solicit customer feedback and disseminate throughout appropriate components; Take timely corrective action on critical feedback.

Standards:

At this time in history, the United States has a critical role in maintaining the viability of the Free World. The Agency, in turn, provides a service to other agencies of the United States which is key to the success of this role and the standards for its employees must be of the highest order:

- Expect employee performance at all levels to be of the highest standard and ethics.
- Develop employees to their highest potential through appropriate management, training, travel and assignments.
- Exploit new and existing technologies to the fullest extent possible.

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GOALS AND PURPOSE

The goals and purpose of the organization are to collect and analyze intelligence for the President and the intelligence community which could have an effect on the defense of the United States, and to influence world events and opinion towards this goal and that of world peace.

ORGANIZATION

The mechanisms of the Organization are structured so all the operating elements are supporting the goals and purpose of the Organization. The Organization encourages the type of atmosphere which fosters a high-level of professional principles and pride. These values have a direct influence on competition within the Agency and results in a successful goal-orientated organization.

ETHICS

Agency employees are guided by law and are governed by their high sense of moral and loyal values.

PEOPLE

The people in CIA are recruited and chosen not only for their high level of professional skills, but for their integrity and loyalty towards the principles of the Constitution. Individually they have developed a high sense of dedication, security and allegiance towards their mission. We should not lower these standards and should continue to recruit people who deem these principles to be important.

MANAGEMENT AND PEOPLE GOALS

Due to the difficulties and hardships imposed by many of our assignments, managers in this Organization are challenged in providing a job atmosphere which is rewarding and satisfying. The management of our Organization is progressive and is in step with the recent and most successful management techniques used in most U.S. businesses. We encourage and provide training to increase people's skills and actively support an upward mobility program. As hard as we work towards the operational goals of our mission, we should encourage our managers to work equally hard at the quality of the management of our people.

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MEASURE OF RESULTS

A measure of results is our level of reputation we hold within the intelligence community for the quality and timeliness of the product we produce. Another measure is the perception that the American public, Congress, and the free world have of us regarding the caliber of our people, the morality of our deeds, and the trustworthiness of our actions. This is not to say we should propagandize our deeds; but neither should we attempt to cover up an illegitimately-sanctioned operation.

STANDARDS

Our product should be timely, accurate and of a high quality that it is considered esoteric to this Organization.

The moral, ethical and patriotic standards of our people should remain at a high standard and we should continue to set an example for others to emulate within the Government.

To take an acceptable risk should be the norm, and we should encourage our people towards this direction by making it a standard criterion to be evaluated in the performance and evaluation process.

The polygraph is used to maintain a high security profile and as a defense against subterfuge. We should continue its use, but should be a leader in perfecting its reliability and improving the human aspect of it, particularly regarding the negative effects it has on the person's psych.

/s/

OC-DND/HFG

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10 February 1984

Purpose: The mandate of the Central Intelligence Agency is the collection of intelligence in support of U.S. Foreign Policy, preservation of hemispheric integrity and to thwart the spread of global Marxism and totalitarianism.

The Central Intelligence Agency should maintain an operational posture which will ensure continued review and refinement of current collection policy and methodology. It must also develop policy to deal effectively with new threats such as terrorism, funded and encouraged by historical adversaries, supported by an army of martyrs.

Organization: Foster commonality of goals between operating and support elements. Information flow between elements is necessary for success. Heightened coordination, coupled with a clear understanding of intended outcomes will ensure commonality is achieved. Policy and procedures should be to guarantee our efforts are accomplishment oriented; not directed toward maintenance of the bureaucracy.

Ethics: Although governed and dictated to a large extent by Congress, Agency moral and ethical values must remain just and inviolate, despite temptation stemming from remoteness, lack of public scrutiny, and a temptation to play by the opposition rules. Managers should counsel personnel in this regard as a matter of routine. More importantly, managers should set the example.

People: Recruiting should address Agency needs at the outset. Prospective employees should be screened not only for translatable skills, but for personal attributes as well. There are systemic constraints confronting Agency managers today which undermine effectiveness. A closer look should be taken at an extended, more rigorous probation period for new employees. Once marginal employees are entrenched within the system, managerial latitude vis-a-vis identifying and dealing with shortfalls in employee performance is severely restricted; to wit--a more active application of probationary prerogatives.

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Management: Management should guarantee that all employees possess a clear understanding of Agency Missions and Functions and take steps to inspire employee committment. At the working level, employees should be clear on what his or her component goals & objectives are and how they relate to overall Agency Mission and Functions. Of particular import is a clear perspective by the employee what his or her respective role is.

Management should address accountability and take a more active role in its assignment and enforcement.

Measure of Results: We are unique in that, unlike the private sector, we do not enjoy the pleasure of basking in the limelight of our success, much less share it with the public. We are an organization whose only reward for operational success is silence.

Standards: We should approach our career, not in the light of personal gain or reward, but in terms of dedication. Dedication knows no bounds nor hour; it should permeate all of our accomplishments and fuel our self-esteem.

Instutionally, our standard can be nothing short of excellence.

/s/

OC-DND/HFG

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Purpose: Stock answer - To assist the President to protect and preserve the constitution of the United States and to maintain a free and democratic society. To do this, we must provide him with the most accurate and timely intelligence possible. We should go about this task as quietly and unobtrusively as possible, i.e., we should get out of the public relations business.

Organization: We should build and maintain a free flowing, but cohesively structured relationship, between the operational and support elements of the Agency. I believe that we are, and have been, organizationally structured to promote just such a relationship.

Ethics: Operational ethics - To a great extent Congress has legislated the operational standards the Agency must abide by. So we must operate within the ethical dictates levied by Congress to the extent possible; keeping in mind that in today's world, gentlemen do read other people's mail if they want to survive.

Personal ethics - Hopefully our "weeding out" process results in hiring people who possess a high regard for ethical behavior. They need only be advised and periodically reminded as to what this behavior should be.

People: We need people who possess a strong work ethic; people who believe that a cause is worth working for and that a pay check must be earned. We should not lower our standards to satisfy social and political precepts or norms.

Management: Reward personnel according to performance put forth.

Keep employee challenged.

Refrain from double standards.

Promptly deal with employees who do not meet minimum standards. Don't carry substandard employee from year to year because that is the easy way out.

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Employees who are promoted to the point of incompetence should be downgraded.

Firm, but fair, should be the dominate style.

Measure of results: Find it very difficult to answer this question. Can only answer subjectively in that only time and history will measure the results.

Standards: Individual self pride - based on the knowledge that value is being given for value received. Sense of accomplishment in the knowledge of a job well done.

Institutional - Do not bow to political pressures to the detriment of the mission.

/s/

OC-DND/HFG

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MEMORANDUM FOR: The Executive Office  
 OC/EXA [ ]

12 February, 1984

FROM: [ ]  
 OC/DND/HFG/COC Team III 1B24 Hqs.

SUBJECT: Response to DCI request for statement of Agency goals & principles

Here are perceptions of my own as well as agency goals as requested:

**PURPOSE:**

The mission of the agency is and has been to provide current and accurate intelligence on the international scene to the President and members of the National Security Council, so that they may set the national policy goals. The agency (Operations Branch) should exercise more aggressiveness in seeking penetration assets to communist bloc countries and, be empowered to actively respond to terrorist threats.

**ORGANIZATION:**

The relationship of the Operations and Supporting branches should be inter-related to allow for smooth coordination of mission requirements. The Operations branch should be both the dominant and larger of the two branches. At present, we are more of a supportive rather than an operative organization. This needs to be reversed. The Operations branch needs to be rejuvenated, expanded and, once again be given the teeth to counter terrorist and other disruptive threats to our national interests.

**ETHICS:**

We have a code of conduct, covering moral/ethical values, which all employees must adhere to; a prospective employees ethical values should be weighed during pre-employment interviews. Regarding the ethics of accomplishing our mission requirements; we should not be so concerned with what is, or is not ethical, but rather can we accomplish our objective as levied upon us? The responsibility for levying a specific requirement on the agency rests with the President and National Security Council and the matter of ethics should be resolved by them prior to our becoming involved. Our policy should be to carry out the directives duly received from above.

**PEOPLE:**

We need to stress to agency recruiters that they be more selective when processing applicants. Likewise, the Office of Security should be taking a harder look during the screening process to ensure that we hire the right people. So long as we are fair in our hiring practices, see no need to succumb to pressure from special interest groups in meeting set quotas or lowering our qualifications for employment. Managers need to be more forthright when reviewing the performance of new hires, so that those not fully meeting the standards of the agency can be weeded out during the 3-year probationary period. Likewise, to make room for tomorrows operatives, older employees who have not been able to adjust to new concepts, should (if eligible) be allowed and encouraged to take early retirement. We need reasonably well educated, down to earth realists, that can adapt as the situation changes. They need to be aggressive, self-starters; those with a strong desire to prove their worth by their dedication and deed.

**MANAGEMENT:**

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## MANAGEMENT: (continued)

The agency doesn't now have a management style, per se. We are so wrapped up in producing the model manager, that the mission itself almost seems secondary. It would be difficult for the agency to operate like a large, private corporation despite the positive points put forth by the DCI; weighing the pros and cons, it would likely be devastating to try and realign the makeup of the agency to mirror IBM, BOEING or the like. We should continue to provide our employees with the job descriptions (AWP), encourage initiative and list incentives for surpassing, not merely meeting these requirements. Superior performance should then be rewarded. The key here is to accomplish the managerial miracle. That is, to eliminate office politics from the promotion process. Though not necessarily a style, managers should be straight forward with their subordinates. Average or weak performers should be so informed and their performance records should attest to their true value to the organization. Honesty breeds trust and respect.

## MEASURE OF RESULTS:

This is a toughie and could well take two pages alone. I would propose that the agency could document (a report card if you will) for the President and the over-sight committees: in this report, list our successes in averting terrorist acts in predicting course

accurate predictions of hostile excursions and, cite all our other accomplishments within our realm of responsibility. We could use as a comparison, our successes as opposed to those of the Defense Intelligence Agency, and other intelligence collection agencies.

## STANDARDS:

Again, we already have high moral and professional standards that we are expected to comply with. We can only rededicate ourselves to doing the best job possible. As an agency, we must continue to produce the finest and most accurate product with the minimum of attention. As we do our dubious deeds of neutralizing hostile intentions, it should be remembered that our high ethical, moral and professional standards do not necessarily qualify us for membership into local honor societies.

## OTHER OBSERVATIONS:

2. As mentioned under ORGANIZATION, the Supporting branch may be in need of a trim. In accomplishing this, we should seek exemption to the Freedom of Information Act, thereby (a) reassigning a considerable number of positions whose main purpose now is to research and provide material compiled by the agency to nearly anyone who is curious; (b) reduce the public relations role of the agency and return once again, to the low profile era. Should accusations arise re agency misuse of power, etc., allow the Justice Department to represent us and/or have the President or over-sight committees respond on our behalf.

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Our "Company" produces a product, and that product is intelligence. Contrary to popular belief, however, we are also in the business of making a profit. As in any business, the amount of profit depends on the quality of the product, and its usefulness to the consumer.

The Product - Intelligence

Our product is more valuable than that produced by any other "Company" in the United States. In order to produce the best possible product, quality, reliability, accuracy and timely reporting of facts and projections must take priority over all else.

Raw materials for our finished products are gathered from an infinite number of sources. These materials are imported in massive quantities and encompass practically everything known to man, and many that man has only thought about.

It is our people who must sort this mass of input, select the very best, the most important, and produce the final product. People are our most important asset; therefore the people we have must be the best available. I know of no College or University that gives degrees in intelligence. This training can only be given by those in the "business". Rewards should be based on one's contribution to the production of the final product.

Performance is the key word. It does no good to collect raw materials and let them rot on the dock, or become stale sitting on someone's desk. Also, it serves no purpose to collect sea water when what we really needed was a soil sample. On the other hand, if the collector has the opportunity, and believes the sea water could be important, then the collector should obtain a sample and send it back with the soil.

Well defined objectives are the manager's greatest responsibility. They must clearly define what the final objective is and provide the tools to accomplish the objective. They must have confidence in their people. They must take the initiative, take great pride in their work and strive for perfection. They must set standards of performance and not allow them to be compromised.

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We can and must be ethical when dealing with each other, or outsiders, as much as possible. We must also understand that in our case, truly ethical methods cannot and do not always produce the best product. However, we should ensure that the ethical is the rule, and the unethical is the exception. The end does not always justify the means.

#### The Profit - Much More Than Money

The amount of profit we realize can only be measured by the quality and usefulness of our product. Faulty intelligence leads to faulty decisions, and thus a tremendous loss of profit.

Our profit is our reputation as an Agency. Our profit is our people's satisfaction for a job well done. Our profit is the safety and the integrity of the United States and its people. Our profit is in keeping the free world free, and thwarting those who work to destroy our democracy and our way of life.

/s/

UC-DND/HFG

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Message Processing Branch, HFG/DND/OC response to DCI's request for statement of CIA Goals and Principles.

"The price of freedom, is eternal vigilance". These words exemplify the reason for the existence of the Central Intelligence Agency. The pursuit of information for the sole purpose of developing cohesive intelligence for the defenders of America's freedom places a heavy burden upon the Agency. A burden that cannot be shouldered by one person. It requires the sharing of the strength and stamina of all of the personnel in the Agency's family, each one contributing a part of themselves to form the unified entity so necessary for the creation of that product we call Intelligence.

The CIA has as one of its assets the respect and faith of those people who depend upon it to provide the insight necessary to the development of America's policy. This respect and faith does not have to be earned, it exists, it is there. Our sacred task is to not allow it to deteriorate through neglect or self centeredness. Our principles must be above reproach and maintained from within the Organization. The individual must give way to the goals of the Organization, yet maintain his own uniqueness, creativity, and inquisitiveness so critical to our product. We must be always at the forefront - intellectually and physically - providing first hand knowledge to our policymakers. Knowledge that must be presented honestly without editorializing; knowledge that must be complete and without supposition; knowledge that is accurate and without the hint of fabrication; knowledge developed into meaningful intelligence and presented with a singleness of purpose - to help guarantee our freedom.

How can one describe the type of person that the CIA wants as an employee? The person that can make that personal contribution so that the whole can succeed. Words, or rather emotions, such as patriotism, loyalty and American immediately come to mind along with descriptors such as hard-working and dedicated. But what stands above all of the rest is honesty, we must look for that individual who strives to be honest, honest first with himself. The rest can be learned. Management techniques, work habits, purpose, organization, can all be learned as long as that binding thread of honesty runs through the whole.

Diogenes was not successful in his search but I believe that the Agency comes very close and that is all we can hope to achieve. We may never reach perfection but if we continue to strive for it we can accomplish our goal.

/s/

OC-DND/HFG

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CIA GOALS AND PRINCIPLES

PURPOSE                   The overall responsibility of the Central Intelligence Agency is to produce accurate intelligence for a variety of consumers in a timely fashion.

ORGANIZATION            To meet CIA's goal, the associated range of responsibilities are segregated, clearly defined, and then assigned to the appropriate component. Although each component is independantly accountable for their responsibilities, the flexibility built into the organization allows for timely support from other elements within the Agency, as needed.

ETHICS                   The highest degree of integrity, honesty, and conduct are attributes which are demanded as a prerequisite to employment at the CIA. The need to maintain these high standards, both on and off the job, is fully understood and supported by each member of this Agency.

MANAGEMENT             There is an understanding throughout the Agency that each employee contributes to the ultimate success of the CIA, which produces a near transparent blend between the employee's and their supervisors at each level of management. This style of management not only assures that everyone is fully aware of their individual responsibilities in meeting goals, but it also encourages employee's to participate in the decision making process. The same skills and expertise that are needed to achieve certain objectives, are the same skills and expertise that are used in formulating the objectives.

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SUBJECT: CIA GOALS AND PRINCIPLES

## PEOPLE

The stringent qualification standards that have been established for employment at the CIA produces high calibre individuals entering on duty. The management policies of recognition, development, challenging assignments and reward are stimulating and provide an opportunity for each employee to succeed throughout his/her career. CIA employees are motivated to excel in their work for many reasons, some factors are; the opportunity to increase their education via Internal Training programs and sponsorship for External Training; recognition and rewards for exceptional performance in the forms of Cash Awards, Certificates of Merit, Assignments and or Promotion to a higher level of responsibility. However, the most significant motivating factor for employee's of the CIA is pride. Pride in knowing that they are part of an organization that is recognized as being the best at what it produces.

## MEASURE OF RESULTS

The goals of individual components within the Agency can be measured by reviewing the efficiency in which these goals were achieved. Elements such as funding, manpower, time, etc., can be calculated and assessed. However, in measuring the broad qualitative responsibilities of the CIA a different measuring device is needed. One yardstick would be an analysis of the security posture and prosperity of the U.S.A.

## STANDARDS

In an effort to maintain excellence, we will strive to:

- Meet our goals
- Maintain integrity, honesty and security of the highest order
- Recognize the efforts of all employees
- Encourage creative thinking
- Identify and develop future leaders

/s/

OC-DND/MFG

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08 February 1984

Members of the Telecommunications Branch (TB) were in agreement with the draft statement on CIA principles and did not address themselves to the specific draft points. TB personnel voiced their perceptions of problems facing the Office of Communications - conceding a parochial view - and believed the Office problems were also reflected throughout the Agency. Views and concepts of TB personnel follow:

Technology is the path of the future. To make it work, we have to understand it. Our training programs must be stepped up to keep pace with new technological developments. We must speed up our efforts to build a skilled cadre of operators and technicians capable of operating and maintaining new, highly sophisticated systems. To do this, and at the same time continue present levels of support, we must exercise every option available to provide time for expanded training efforts. Recruiting efforts must be increased, pipeline time reduced, productivity raised and employee involvement in planning for new systems must be actively encouraged.

Morale appears to be declining and is perhaps the single greatest problem facing the Office today. It is a burning force - wasting talent, eroding patience, destroying creativity and drastically cutting production. An immediate and concerted effort by all levels of management should be directed at this problem. A few things that could be done to immediately improve morale are: more respect for the individual, increased reward for achievement, improvements in the working environment, elimination of mediocrity through increased incentives and provision for maximum career growth opportunity.

Management must be more forthcoming with the employees. All too often we find there are double standards when dealing with our people; when policy is enacted, it is not well enough defined and we find scores of managers setting different guidelines or standards for the same policy.

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Mid-level management is too large and has become an impediment to completing Office missions. Programs constantly become crash requirements and even programs that are begun well in advance drag on until upper management has to step in and push personnel to complete the project. A decrease in mid-level management would focus responsibility and ensure accountability. A more direct line from senior management to the staffs would strengthen the feeling of belonging to the Organization and erase feelings of isolation from the planning process.

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OC-DND/HFG

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S E C R E T

OB-M84-002  
09 February 1984

MEMORANDUM FOR: Exective Assistant, OC  
FROM: Operations Branch/FFG/DND/OC  
SUBJECT: CIA Goals & Principles - What Should They Be?  
REFERENCE: OC-M84-082 memorandum, dated 30 January 1984

1. In broad terms the Agency's purpose is to provide security and intelligence functions in accordance with its charter. The scope of activities by the Agency in support of this purpose is the area on which we are judged and in which we should seek to achieve a standard of excellence. There is a restored air of confidence, both within and outside of the Agency, in our ability to perform our mission while maintaining ethical standards. As we seek innovative approaches and solutions to achieve our goals and objectives we should bear in mind those concepts and ideals that have earned the Agency the reputation of being an elite corps.

2. There is a unanimity of purpose in the relationship between the operational and support elements within the Agency. Misunderstandings or lack of response are primarily attributable to a lack of resources or personnel rather than a failure of organization. Lean staffs, rapid response and practical risk taking are qualities that are being used effectively by private industry. Implementation of these qualities within the government is stymied by bureaucratic requirements for documentation and coordination at all levels. A "bias for action" is an attitude as well as an action concept that cannot function with anything less than total acceptance by all levels of management. In our search for organizational

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SUBJECT: CIA Goals & Principles - What Should They Be?

excellence and superior service, we must be willing to accept fundamental changes to our historical way of doing things and to be willing to delegate authority and responsibility below the present accepted level. This will develop an atmosphere of challenge and opportunity and contribute to the professional development of the younger employees.

3. Ethical standards are relatively easy to establish, but extremely difficult to enforce. The standards must be realistic and acceptable to the average employee. This by no means implies that we have to relax our standards as they presently exist, but that they should not be modified to exceed acceptable professional and moral conduct. We have to remember that our employees are, for the most part, dedicated to the Agency and possess high moral and ethical standards. If management conveys a sense of trust, the employees will respond accordingly.

4. The Agency has been successful in recruiting high quality employees. We have not been similarly successful in retaining these individuals. The skills and clearances possessed by many of our employees make them lucrative targets for recruiters from private industry. The present anti-government employee attitude and attempts to reduce benefits have had an adverse effect in persuading some very talented and high potential individuals to pursue a career with the government. Due to our unique requirements and our need to retain experienced individuals, the Agency should be at the forefront to convince the Executive and Legislative Branches to retain, if not expand, existing benefits. The Agency is in a position to offer challenging and responsible assignments which attract the best employees. Every effort should be made to provide the incentives that will ensure that these individuals remain with the Agency.

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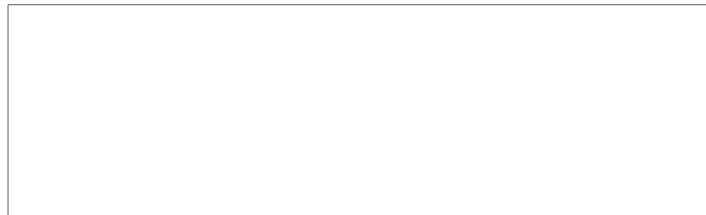
SUBJECT: CIA Goals & Principles - What Should They Be?

5. Over the past few years the market has been saturated with courses, books, etc. on modern management theories and styles. The best management style is the "one that works for you" as long as the manager is held accountable and rated on his effectiveness. Communication between the individual and management is essential. The employee must understand management's goals and be allowed to contribute. In addition to improving our managerial style, we should seek to identify and develop those individuals that have demonstrated potential for the managerial ranks.

6. It is difficult to measure results in the absence of absolutes to use as a yardstick. An objective self-analysis is equally difficult. We must therefore rely on feedback from our customers combined with an assessment of our effectiveness and efficiency in meeting our established objectives. Even though the lack of a firm value may make our performance difficult to assess, a subjective evaluation can be made that reflects our progress in achieving our goals.

7. Our standards remain high. We cannot afford to settle for anything less than excellence. As we strive for improvement, we must not compromise the standards that have earned us the reputation that we have worked so hard to establish.

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C O N F I D E N T I A L

8 February 1984

MEMORANDUM FOR: Executive Assistant, Office of Communications

25X1 FROM:

Field Facilities Group, Domestic Networks Division

SUBJECT: CIA Goals & Principles

REFERENCE: OC-M84-082, dated 30 January 1984

25X1 1. The existance of the CIA and its basic charter are legislated public laws. An Agency goal statement should be a condensation of the charter with which our employees can identify and thereby direct their efforts. A suggested Agency goal is "to acquire, collate, analyze and distribute the highest quality intelligence products possible to intelligence community consumers in the most accurate, rapid and useful forms imaginable." [redacted]

25X1 2. To accomplish this goal, specific objectives which accurately reflect management philosophy must be stated to our employees. That we as a government bureaucracy look to models of corporate excellence for developing management objectives is in itself an admirable trait. By reviewing proven objectives of the most successful corporations, we can selectively tailor our Agency to create a functional and effective organization capable of meeting stated goals, as well as adapting to changes in concepts and methods of management based upon social and technological environments. [redacted]

25X1 3. A recurring theme in corporate objectives is the universal adoption of "people" as the root source and most valuable asset of an organization. We must develop a similar philosophy. We should place more emphasis on recruiting persons with exceptional skills gained through individual achievement and innovative creativity rather than placing the emphasis purely upon academic credentials, which may often be the result of merely following formatted paths in higher education for protracted periods of time. Few persons join government for purely monetary reward. We must identify traits of patriotism in our search for dedicated personnel. What we need are people who can relate to the 1960s philosophy of asking what you can do for your country, not what your country can do for you. We must maintain the highest standards of integrity by taking a hard line and opposing fleeting social standards such as the acceptance of homosexuals or experimental drug users. The fact that we hire only 1 out of 100 applicants should be publicly advertised for enhanced public image, much like the U.S.

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Marine Corps slogan of "looking for a few good men." We should develop positive public presentations of how good we really are, to construct a public perception that we are an elite organization. [REDACTED]

4. We need to adopt measures that indisputably prove to employees our belief in the stated objectives and that our people are the finest. Promotion from within and personal development must be primary objectives. We must provide means to let our employees explore their interests, measure their aptitudes, realize career growth through internal training, and encourage assignments to areas of responsibility and authority to reinforce recognition of effort and achievement. We should examine areas where enhanced benefits or other perquisites can be reinstated. [REDACTED]

[REDACTED], can create a rapport with employees by proving that the employee is indeed "special" and these extra benefits recognize that fact. Adopting the "family" concept will also improve dedication; one has to feel needed if one is expected to remain. [REDACTED]

5. Our basic organizational structure should reflect our functional roles, with more emphasis placed on streamlining chains of command and placing greater responsibility, with attendant authority and accountability, in the hands of those further down the chain. Our front-line operational managers must be encouraged to try innovative techniques to achieve particular results. In every event, support elements must function in a supportive role; nothing can stifle a creative operation faster than bureaucratic haggling and the extensive coordination often required by support elements. Every effort must be made to identify and abolish or significantly alter any bureaucratic process that impedes operational plans, be it of a logistical or personnel related administrative nature. Means must be established to seek out areas for improvement above and beyond the present employee suggestion program. Division-level working groups should be able to review areas of concern and have the authority to take remedial action. [REDACTED]

6. The quality of our product and the success of our efforts is difficult to evaluate. While we must cater to our customers current needs, we must also seek to improve our products through individual effort and initiative using modern concepts and technological advances as tools, before the product is required. Perhaps we can observe the management, tools, and initiatives displayed by other intelligence services and profit from what we learn. The best measure of our success can only be stated as how well the United States is prepared for any and all eventualities which may have an impact upon this noble experiment which we so casually refer to as our "American way of life." [REDACTED]

C O N F I D E N T I A L

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TB-M84-003  
10 February 1984

MEMORANDUM FOR:       Exective Assistant, OC  
FROM:                Technical Branch, FFG/DND/OC  
SUBJECT:             CIA Goals & Principles - What Should They Be?  
REFERENCE:           OC-M84 memorandum, dated 30 January 1984

1. The prime goal or purpose of this Agency is that of providing the very best analytical and factual intelligence possible, through the use of the talented human resources we employee, and the extremely sophisticated technical hardware we can bring to bear. The reason for this intelligence effort, in very simplistic terms, is to ensure that our government will always be prepared to deal with world events from a position of strength.

2. We are an organization comprised of many diverse elements in both the Operational and Support arenas. All elements must realize this and ensure that a true "Team" effort is applied to all intelligence gathering activities. In many cases I have observed that many elements in both the Operational and Support arenas have little or no idea of what the other does, and the effort that goes into their contribution to the final intelligence product. Parochial interest must be put aside to ensure that we put the maximum effort and talent into every task undertaken by this Agency. Credit should be shared by all, not just the last visible person or element.

3. Management must be dynamic and instill in every individual the feeling that they are not just a person doing a job, but a very important part of this Agency's ability to produce the quality and quantity of intelligence that it does. They must lead, guide, recognize, and reward their staffs.

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SUBJECT: CIA Goals & Principles - What Should They Be?

They should make every effort possible to provide clear communications channels between upper management and employees at all levels. Employees should be made to feel part of this organization and not kept in the dark. Informed people function better and in many cases can provide a valuable contribution when they fully understand the task at hand.

4. The single most important factor that contributes to our ability to provide the best and most comprehensive intelligence is our employees. To ensure that we have the best available minds and talent, this Agency must continue to recruit against stringent standards, provide opportunities and training that will motivate, recognize and reward exceptional performance, and provide a work environment conducive to maximum effort and production.

5. The true measure of our worth will be judged by others through the accuracy of our finished intelligence to forecast and forewarn of events yet to happen. The ability to counter or circumvent an activity directed against our best interests would be a very good measure of the intelligence gathered.

6. The standards we set for ourselves and the organization must be very high. Anything less could create a situation where security could be compromised, human life endangered, or technical capabilities and technology lost. Excellence in personal and professional standards must be our goal.

7. Ethics is something that cannot be dictated by decree but is best emphasized by example. Ethics must be reflected downward at all levels within our Agency. The manner in which we conduct our business must be above reproach in dealing with ourselves and our government. Each and every individual deep inside knows what is right and necessary in the performance of their duties. We all must strive for the highest ethical level possible in the performance of our job.

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